

Druyun Introduces Radical Changes At AFMC Conference

8 "Lightning Bolt Initiatives" To Spark Change At The SPO And The Pentagon

Not content with the current pace of acquisition reform, the Air Force's acting Acquisition Executive recently announced bold and sweeping changes in the way the service runs its acquisition programs. Mrs Darleen Druyun, the acting Assistant Secretary (Acquisition), outlined eight major

taking over as Acquisition Executive on 18 Apr 95. She wasted no time in showing she plans to press ahead with the reforms started by her predecessor, the late Clark Fiester.

Mrs Druyun, sensing the potential for confusion and stagnation to stall the momentum of acquisition reform, felt it

and in the Headquarters--she can encourage creativity and risk taking within the community.

"I know my Lightning Bolt Initiatives may come as a shock to some," she says, "but I'm expecting that through this process of change we'll experience some real acquisition

reform pay-offs. I want to extend the success of our Pilot and Lead programs to every program in the Air Force--experimentation and

risk taking should be a part of every program, not just 'special ones.'"

Mrs Druyun's eight initiatives include:

Setting up a Request For Proposal (RFP) support team to ensure streamlining ideas are integrated into all RFPs. A Wright-Patt based team, working directly for Mrs Druyun, will review RFPs over \$10M. The Centers will develop a similar process for RFPs between \$100K and \$10M.

was necessary to push Air Force efforts to a new level. "I get the sense that the reform message has not made its way down to all our System Program Offices (SPOs). I want each team member to know that there is a tremendous opportunity for them to take part in rebuilding our acquisition system from the ground up," she says. Mrs Druyun is hoping that by taking the first step--proposing major change at both the SPO



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Mrs Darleen Druyun*

Intended to "embed" streamlined practices, not to inspect in quality, a sunset clause limits this initiative to 2 years.

Creating a standing, senior level Acquisition Strategy Panel (ASP) to assist ACAT I and II program managers in developing their acquisition strategy.

Cutting the size of SPOs by at least 50%. HQ AFMC will develop a new staffing model based on Pilot/Lead/Black programs. Objective maximum SPO size: 140 for complex EMD programs; 50 for production.

Canceling all field level acquisition regulations. Only the Pentagon and HQ AFMC



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areas of change at a 31 May 95 conference of USAF Program Managers. The eight "Lightning Bolt Initiatives" she announced are designed to streamline organizations, develop superior acquisition strategies, focus attention on risk management versus risk avoidance, and encourage the use of teaming as an acquisition workforce multiplier.

Mrs Druyun's conference announcement marks her first major policy statement since

Druyun Announces New Reform Initiatives

can issue regulations--Centers will allow maximum program flexibility. New regulations will be issued only after review by a multi-functional team from HQ AFMC and the Pentagon.

Reinventing the AFSARC process. Oversight and review by the headquarters will be reshaped using Integrated Product Teams (IPTs)--the Air Force will aggressively implement Dr Perry's directive to manage using IPTs. Streamlining processes in the headquarters will allow the Staff to streamline as well. Mrs Druyun will reduce the size of SAF/AQ by 30 to 50% over the next five years.

Elevating the importance of past performance in source selections. Although past performance tracking needs improvement, it should be considered co-equal with cost, technical, and supportability in source selections.

Eliminating the numerous acquisition documents (Acq Plan, PMP, ASR, etc.) required of all programs and replacing them with a Single Acquisition Management Plan (SAMP). The success of the SBIRS and EELV SAMPs should be extended to all programs.

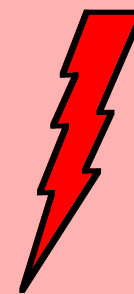
Revising the portfolio review process to focus attention on acquisition reform progress. Each

program manager will define metrics to show how they are streamlining their processes and their organization.

Mrs Druyun sees her initiatives as just the first step in kicking off the next round of reform. "People in the workforce really want to do the right thing," she says, "we just need to give them guidance and council--we need to let them know it's O.K. to remake their own roles in our acquisition system. After all, acquisition reform is really only about two things: getting high quality equipment to the warfighter cheaper than we have in the past, and decreasing cycle times so we can take advantage of technology. I think we can all agree that those are laudable goals." Mrs Druyun expects to complete a review of implementation plans based on these initiatives for all major acquisition programs by 1 Dec 95.

Response to the initiatives has ranged from disbelief to enthusiasm to skepticism. But many see her latest move as a sign that she is serious about institutionalizing the reform environment. Whatever your view, it's clear that it will be a busy summer--the acquisition community won't be suffering from lack of change. Mrs Druyun has taken acquisition reform to a new level.

Lighting Bolt Initiatives



1. RFP Support Teams: Designed to cut the "Fat" out of RFPs. HQ AFMC is the focal point for RFPs >\$10M, Centers for <\$10M.
2. Senior Level Acq Strategy Panels: Help PMs develop innovative, effective acquisition strategies.
3. Small SPOs: Puts SPOs on the "SlimFast" streamlining plan. New staffing model has objective of 50% SPO size cut. SAF/AQ will also shrink by 30-50% over 5 years.
4. Kill ALL Supplementary Acq Regs: Only Pentagon and HQ AFMC policies and regs are allowed--they must pass a needs test and have a sunset clause.
5. Reinventing the AFSARC: Many programs will not have formal reviews. By implementing IPTs within the Staff, focus will be on risk and issues.
6. Elevate Past Performance Role: Improve past performance database and make coequal with cost, technical, and supportability.
7. SAMP For ALL Programs: Kills requirement for other documents; integrates everything in one, short program plan.
8. Revamp Portfolio Reviews: Include Acquisition Reform metrics in portfolio reviews. Look for program restructure opportunities even in mature programs.